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U.S. War Manpower  
Commission

Area training program  
guide

[Washington]

1943

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Box 777U. S. War manpower commission. Bureau of training.

... Area training program guide. [Washington] War manpower commission, Bureau of training, 1943.

iv, 28 p. incl. forms, tables (1 fold.) 23<sup>1</sup>/<sub>2</sub>"

At head of title: Training is the key to production.

Text continued on p. 3, of cover.

1. Technical education—U. S. 2. Technical education—Ohio. 3. Employees, Training of. 1. Title.

Library of Congress

T73.A5 1943 f

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FILM SIZE: 35mmREDUCTION RATIO: 10:1IMAGE PLACEMENT: IA ☒ IIA IB IIBDATE FILMED: 9-12-97INITIALS: FBTRACKING #: 27125

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## BIBLIOGRAPHIC IRREGULARITIES

MAIN ENTRY: U.S. War Manpower Commission

Area training program guide

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X (1) unnumbered foldout between p. 24-25  
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Manpower is the Key to Production

# WAR RELOCATION AUTHORITY TRAINING PROGRAM GUIDE

Bureau of Training  
War Relocation Commission  
Washington

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*Training Is the Key to Production*

AREA TRAINING  
PROGRAM  
GUIDE

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WAR MANPOWER COMMISSION

*Bureau of Training*

PHILIP S. VAN WYCK, *Acting Director*

October 1943

## FOREWORD

### *Training is the Key to Production*

The demand for information on Training Programs for critical areas required complete and prompt observations in an average area showing need, and the preparation of this guide for use in developing over-all Area Training Programs.

Ready-made training programs are available but every area may use this guide in developing a program "tailored to fit" its own needs.

All War Manpower and training officials are invited to make full use of this guide. The Bureau of Training, having the responsibility of serving as the coordinator of all Federal war training programs, will assist in difficult problem areas where needed.

In the two parts of this guide will be found the "method" of developing an Area Training Program and the "case study" of the specific Area Training Program developed using this method.

Notable improvements in all types of organized training have been made during recent months showing that employers are especially interested in knowing how organized training can materially increase production by building morale, reducing training costs, equipment breakage, material spoilage, absenteeism and labor turn-over. These training services are available without cost as a part of our Government's victory campaign.

PHILIP S. VAN WYCK,  
*Acting Director,  
Bureau of Training,  
War Manpower Commission.*

## ACKNOWLEDGMENT

The development of this Area Training Program Guide by Max Chambers and Raymond S. Ward of the Bureau of Training was made possible by the helpful assistance of the following officials:

J. W. REINHARDT, WMC *Director and staff*, Canton Area.  
S. JACK GARDNER, WMC *Training Specialist*, Cleveland.  
WM. LEVY, *Representing Joseph Strobel*, VTWPW Dir., Ohio State Columbus.  
G. F. MALIK, VTWPW *Director*, Canton.  
L. J. HEDDON, VTWPW *Coordinator*, Massillon.  
L. P. HARDY, ESMWT *Representative*, University of Akron.  
J. E. MORLEY, ATS *Regional Supervisor*, Cleveland.  
CARL O. FERGUSON, ATS *Field Representative*, Youngstown.  
L. O. MELLE, TWI *Regional Representative*, Cleveland.  
G. C. BATES, TWI *Asst. Dist. Representative*, Cleveland.  
H. H. VONKAENEL, WMC *Labor Analyst*, Canton Area Office.  
F. G. KEIFFER, WMC *Special Assistant*, Canton Area Office.  
JOSEPH MACKENZIE, WMC *Field Service*, Washington.  
JAMES TODD, WMC *Bureau of Manpower Utilization*, Washington, and other staff members of the War Manpower Commission Bureaus and Services.

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## Part I

### Method of Developing an Area Training Program

The Canton, Ohio Area Training Program was developed from these methods. Cross references noted refer to that report and the specific results accomplished through the use of these program techniques.

## A. IDENTIFICATION OF THE TRAINING PROBLEM

The initial identification of the over-all training problem in relation to the total manpower problem is best accomplished by the following methods:

1. Discussion with the Area Director and the management labor committee of the general problems in the area with particular reference to those relating to training.
2. Discussion with training agency representatives.
3. Discussion with local USES and manpower utilization representatives.
4. Discussion with plant personnel directors. The consideration of the major factors in an area's war production program will indicate in general the need for training.
5. After the over-all manpower problem has been determined and there is reasonable assurance that training will be an important factor in its solution, and area training program based on specific needs will be an effective means of overcoming the production difficulties.

## B. SECURING THE SUPPORT OF THE AREA DIRECTOR

The Area Manpower Director should be clearly informed as to the advantages of a fully integrated and effective Area Training Program, the need for it to increase production, reduce labor demand, turnover and absenteeism, its importance in the total area manpower program, the proposed methods for developing it, and the steps necessary to put it into operation. The success of any Area Training Program will depend to a large extent on the attitude of the Area Director and his willingness to cooperate in making the program successful. Once his acceptance has been secured, the principles for establishing a sound over-all Area Training Program, as described, can be made operative.

## C. DETERMINATION OF TRAINING NEEDS THROUGH USE OF PLANT SERVICE CONTROL TABLES, ES-270s, MANNING TABLES, AND OTHER SOURCES AND DEVICES

In planning an Area Training Program it is necessary to obtain all available data, statistical and otherwise, which reflect the employment situation of the area. Such information falls into two general categories:

- (a) Specific occupational supply and demand information.
- (b) In-plant training programs and facilities. In order to accomplish this objective, the following approach to the problem indicates the specific steps to be undertaken:
- (c) *ES-270 Reports*.—An examination should be made of the latest ES-270 Reports. The following information from these reports should be posted on:

### 1. *Plant Service Control Table—Form WMC-30.* (See part VI.)

PSCJ Column	Subject	ES-270 Section-column
I	Name of plant	1
VI	Total employment, current month	B, 4, V
VII	Total employment, next 6 months	B, 4, VIII
VII	Total demand, next 4 months	F, 26, III
IX	Selective Service replacements, next 4 months	F, 24, III
XI-XXVI	Services by training agencies	F, 28

PSCJ  
Column

Subject

ES-270  
Section-column

XXVII	Percentage women	
XXVIII	Percentage non-whites	
XXIX	Percentage handicapped	
XXX	Percentage absenteeism	
XXXI	Percentage turnover	

These percentages do not appear on the ES-270 and will have to be supplied by R. & A. representative or calculated directly from numbers shown for these factors on the ES-270.

XXXII Other factors

F, 28

(a) List on tabulation sheets by specific occupation reported employer demand from Supplement A of ES-270, showing demand for next 2 months and next 4 months. This information should be broken down by subareas within the major area. (See part II, (a), (b), (c).)

(b) Pertinent training excerpts from section F-28, regarding existing or planned programs for in-plant training, upgrading, etc., should be made if ES-270 reports are not available at all times.

2. *Manning Tables and Replacement Schedules*.—Arrangements should be made to route to the Area Training Supervisor each plant Manning Table and Replacement Schedule prepared in the area. Available information regarding the need for training replacements in specific occupations, the length of training time and other pertinent information can thus be obtained. (See part II-J-3.)

3. *Completion of information on Plant Service Control Table* (See part II-G).—The Area Training Chief will need to complete the information called for in columns XI through XXVI from information received from each of the training agencies as to what service has already been rendered to each plant, future plans, and any other pertinent information. After this has been done, it will then be possible to see, at a glance, which plants are in need of the various types of training services. In this analysis of need, consideration should be given to the relative numbers of new workers to be hired or replaced, the turnover, the absenteeism rates, and other factors which need to be considered.

(NOTE.—Complete instructions for the use of the Plant Service Control Table have been distributed to the regional offices for use in the field.)

## D. SURVEY OF OUT-PLANT TRAINING FACILITIES—UTILIZATION AND OUTPUT CAPACITY

This information may be developed by the use of Bureau of Training Inspection Report Forms (see part II-D) showing hours during which courses are operating, number enrolled in each type of course, kind and amount of equipment, number of work stations, etc., or by obtaining similar information from the ES 228 Trainee Report which is in the process of revision.

Employer demand versus training output capacity (see part II-F) relates only to VTWPW out-plant training facilities and estimated trainee output matched against specific occupational employer demand. Tabulation sheets should be prepared showing by subareas the specific occupational demand for either 2 or 4 months or both, the number of machine stations, and the estimated trainee output for either 2 or 4 months or both.

In calculating training output, all out-plant training facilities in each subarea should be carefully analyzed (using Training Inspection Report—Part II-D). The number of hours the facilities are in daily use are charted in the graph space with a red pencil. In training centers devoted exclusively to war training, the entire 168 hours per week should be considered the total



available training time and the periods devoted to special war-training classes accurately blocked out. The type of training (pre-employment, supplementary, or paid employee training) should be indicated on the graph. It is also desirable to list in the blocked-out spaces the number (in a circle) of persons in training.

In vocational schools, the training time available *should not* include the usual 9 a. m. to 4 p. m. 5-days-a-week period devoted to regular vocational training, but this period should be blocked out in red pencil.

The inventory of capacities listing each station (machines, etc.) should be compared with the local list of employers' occupational demand from ES-270.

Employer job specifications should indicate specific type of training and length of training period desired.

Workers at present taking training who are on the pay roll of specific employers should be deducted from the total demand and also registered against training station utilization.

Employers may request 3-month training period for a boring mill operator and only 3 days for a drill press operator, so under a 2- or 4-month demand period, the number of workers that can be trained in available stations can be satisfactorily figured.

Based on one, two, or three shifts, the number of stations, the number of trainees per station, and the length of training period, calculations can be made on this output of training facilities for any subarea. The area is composite of the subareas.

Results of this tabulation will show whether out-plant training facilities, if used to maximum capacity, can supply the anticipated demand. Then, training plans can be made accordingly as far as these facilities are concerned.

## E. RECOMMENDATIONS FOR MEETING SPECIFIC PLANT TRAINING NEEDS

1. *Recommendations for meeting known specific occupational needs.*—A list should be prepared for each subarea showing specific occupations (see part II-C, numbers needed, and training recommendations, under which headings will be listed the specific occupation and the total needed for the subarea. Each occupation will then show the specific company and the number needed by each. The Area Training Chief then relates all of the information obtained up to this point in order to arrive at some preliminary recommendations as to how each plant may be supplied with needed workers through training, either out-plant or in-plant. These tentative recommendations should then be evaluated and modified by the Area Training Council.

2. *Recommendations for meeting plant's needs through supervisory training.*—An analysis of the Plant Service Control Table (see part II-G) should reveal where the following types of training are needed:

(a) *Job Instructor.*—For improving supervisors' methods of training old and new workers on the job, especially in companies anticipating large numbers of new hires.

(b) *Job Methods.*—For improving plant production efficiency, especially in companies behind in production schedules.

(c) *Job Relations.*—For improving human relations between supervisors and workers to reduce absenteeism and turnover, also for plant entrance and exit interviews.

(d) *Program Development.*—For plants known to have no organized in-plant training program, especially those where unskilled workers are hired and get only "trial and error" training.

(e) *Foremanship training conferences* for long-range in-plant supervisory training.

3. *Final determination of need for training by Area Training Council.*—All of the above-mentioned data will be subject to careful analysis by the Area Training Chief and the Area Training Council which should result in a clear understanding of what the specific training needs are in the area, and then the Area Training Program can be planned accordingly. Through this process of arriving at the needs for various kinds of training, it will then be possible to gear each of the training agency programs specifically to meet the over-all known needs, based on the policies established in the Area Training Program.

## F. THE ORGANIZATION AND OPERATION OF AN AREA TRAINING COUNCIL

The organization of the Area Training Council, composed of the chief representatives of participating war-training agencies, the manpower utilization specialist, and the United States Employment Service employer-relations representative, is the immediate responsibility of the War Manpower Area Director through his Area Training Chief. One of the two latter officials serves as chairman of the Council.

At the first meeting of the Council, a proposed training program for the area, based on need and prepared by the Area Director, or the Area Training Chief, is presented and recommended. This over-all program should be "home-made"—designed to fit the needs of the area.

Specific and regular meeting dates set by the Committee are necessary to good planning and continuity of the training operations.

The responsibilities of the Area Training Chief and the Area Training Council are established in the Statement of Functions of the Area Division of Training (part VIII).

The Council has the further obligation of assisting each training agency to meet its obligation in providing the plants with improved supervisory personnel and more reliable workers of better quality, thereby reducing labor turn-over absenteeism, equipment breakage, material spoilage, worker accidents, operating costs, and importation of outside workers.

In developing a specific plant-training plan, the Area Training Chief has the responsibility for seeing that the training plan meets specific requirements of the plant, including occupation and length of training period.

All training should be planned so that the new workers will be employed at the highest skill achieved, immediately upon completion of the agreed upon period of training.

The maintenance by the Area Director of clear-out agreements between all participating agencies is essential to the successful prosecution of the training program.

A well-balanced training program should be organized to provide the Employment Service with a valuable reservoir of qualified workers in specific occupations to meet the employers' demands as they are needed; and includes plans for the careful selection and training of new workers, and the upgrading of present workers, and full development of paid employee-training program.

With complete participation by all war-training agencies, the Area Training Council (see part IX) is in a position to:

1. Designate the appropriate training agencies or agency to make specific plant analysis with recommendation for meeting the plant's training needs;
2. Assign each participating training agency its part in carrying out the agreed upon Area Training Program to meet the need;
3. Assist the Area Training Chief in coordinating and effectuating the Area Training Program;
4. Provide regular and continuing evaluation of the Area Training Program;
5. Keep the Area Director fully informed on all training.

The USES has the prime responsibility for securing commitments and job specifications from plants as to the occupations for which workers are to be trained, the number of workers, and when they will be needed; for recruitment and placement of trainees; and for close cooperation with vocational school war-training programs, both preemployment and supplementary types of training.

The Area Director and the Area Training Council have the further responsibility of presenting the true values of training by providing a close relationship between all WMC area divisions and the Division of Training as an integral part of the over-all Area Manpower Program.

#### G. ESTABLISHMENT OF OPERATING PRINCIPLES

Recognition of the authority and responsibility of the WMC Area Director by all participating training agencies and other WMC operating divisions is essential to the successful prosecution of the training program.

The acceptance of assignments, proper clearance and reports, and complete cooperation are a necessary part of the job of every individual associated in the war effort.

#### H. COORDINATION OF THE TRAINING AGENCIES

To meet the need for manpower skills, it is essential that the Area Training Chief completely coordinate all training operations and agency services and promote fullest cooperation in the total Area Manpower Program, so that training agency services will be fully used to the best advantage.

Realization of the singleness of purpose of the Area Training Program compels all training agencies to cooperate fully and to supply information and assistance when and where needed.

In-plant training services, especially those provided by ATS and TWIS, need to be closely coordinated with the work of manpower utilization representatives.

#### I. TRAINING DEVICES

It is essential that all of the best-known practices, devices, and standards be applied to the development, operation, and evaluation of an Area Training Program. The list of technical training devices for dealing with manpower problems in labor shortage areas here presented have been tested and are readily applicable to the problem in any area.

1. *Devices for augmenting existing labor supply through training.*—(a) Regular preemployment courses to train workers for beginning jobs.

(b) Paid employee training programs to induce workers to transfer to more essential employment or enter the labor market.

(c) Dispersed paid employee or unpaid training program throughout areas of labor surplus to prepare workers for transfer to specific jobs in areas of labor shortage.

(d) Training courses for special groups who are new entrants in the labor market.

(e) Special training courses for in-school youth to prepare them for war industry employment upon graduation.

(f) Planned apprenticeship and other forms of organized school and part time work programs for selected 16- and 17-year-old high school youth wherever such programs can be satisfactorily established.

(g) Special training courses for persons other than in-school youth, who are able to devote only part time to wartime employment.

(h) Training of plant personnel officers to better equip them to recruit and select employers.

2. *Devices for increasing the skill of employed workers and upgrading them to better jobs.*—(a) Over-all plant training surveys, conducted by designated training officials with the assistance of plant officials and utilization representatives to formulate a specific over-all training program for the plant, with follow-up assistance as required from training agencies in the execution of the plan.

(b) Special plant studies by designated training representatives, with the assistance of plant officials, to work out individual job breakdowns as a basis for organized on- and off-the-job training and orderly advancement of employed workers.

(c) Training of supervisory personnel in the discharge of their responsibilities for training and effective utilization of their working force.

(d) Special supplementary in-plant and out-plant training programs for employed workers to improve their performance on the job and to prepare them for advancement.

(e) Training of on-the-job shop instructors in the techniques of instruction.

3. *Devices for stabilizing employment through training.*—(a) Establishment of well-organized induction training programs for all newly employed workers.

(b) Expansion of all forms of supplementary training to insure that every worker has an opportunity to participate in an organized training program to upgrade him to jobs of higher skill and increased earnings.

(c) Increased effort by industry to develop a stable working force by informing workers of definite scheduled advancement opportunities available through planned on and off-the-job training.

(d) Increased emphasis on training in safety practices to reduce time lost through injuries.

(e) Increased use of representative training committees to secure support and advice of both management and labor on training matters.

(f) Increased emphasis on training of supervisory personnel to make them more effective in the performance of their responsibilities and thereby reduce the incidents of "quits" among workers due to faulty supervision.

(g) More careful advanced explanation of the provisions of stabilization orders to control enrollment in training courses by war workers who seek training in order to transfer to different jobs in other plants.

4. *Devices for improving the quality of training to insure maximum results.*—

(a) Frequent contact by training representatives with employers to check their evaluation of the effectiveness of the training given by the performance of the worker on-the-job and develop closer working relationships between the plant and the training agencies.

(b) Development by training agencies of more effective methods of evaluating training programs.

(c) More careful analysis of employer manpower requirements in planning pre-employment training courses to insure that the training can be used effectively.

5. *Devices for determining training needs.*—(a) Careful analysis of all USES reports including the ES-270 reports, labor market reports, etc.

(b) Plant Service Control Table or similar device to insure that training services are made available where most needed.

(c) Over-all plant training surveys by competent training officers and more complete use of information obtained.

(d) Close working relationships with plant management, training officials, personnel officers, production supervisors, and other responsible officials.

(e) Close working relationships with the Civil Service Commission representative where Government jobs are concerned.

(f) Planning Display Table or similar planning device.

(g) Direct contact with employer and labor representatives.

(h) Manning Tables and Replacement Schedules as filed with War Manpower Commission.

(i) Effective utilization of the various committees qualified to advise on training needs.

#### J. ARRANGEMENTS FOR PUBLIC RELATIONS AND IN-STAFF INFORMATION EXCHANGE

The intensiveness of a public relations program with respect to training activities will depend upon area need for skilled and semiskilled workers.

Preparation of training material for release to individuals, public audiences, radio, and the press, for the purpose of promoting public interest in war-training programs should reflect the over-all coordinated area manpower policy approved by the Area Director and the Area Training Council.

Sequential presentation of carefully selected subject matter should be carefully timed.

A constant and complete exchange of information between all members of the Area Training Council, the Area Director's staff, and cooperating agencies is essential to the full development of the Area Training Program. All personnel and facilities should be utilized to the fullest extent of their capacity.

#### K. PROGRAM EVALUATION

Specific plans for evaluating the adopted program at regular intervals and providing for corrective measures, where needed, should be carefully made by the Area Training Chief and the Area Training Council.

The Area Training Chief and cooperating training agency representatives should make constant evaluations of training activities.

Training services rendered should be discussed regularly with plant and training officials.

Evaluation charts, reports and other devices which have been found successful should be used.

Evaluation reports should be made to the Area Training Council and the Area Director at regular intervals.

Recognizing the varied and time-consuming responsibilities of the Area Director it is essential that the most competent training man available in the area be appointed to assist in planning and developing the Area Training Program into the vitally important service it can and should render.

## Part II

### Training Program of the Canton, Ohio, Area

This program was developed in the Canton Area by Bureau and Division of Training Representatives as a part of the over-all Area Manpower Program.

## A. LETTER OF TRANSMITTAL TO THE AREA DIRECTOR

OCTOBER 7, 1943.

Mr. J. W. REINHARDT, Director,  
War Manpower Commission,  
309 Brant Building, Canton 2, Ohio.

DEAR MR. REINHARDT: Attached to this letter of transmittal is our recommended training program for the Canton Area. It is submitted for your approval.

We have considered the major problems and have, through personal observation and study of available information, laid down adequate plans for fully integrating manpower and all training facilities. We are thoroughly convinced that *Training is the key to production.*

The seven points analyzed in the area training program are based upon discovery of the critical need for trained workers. This program can be expeditiously and effectively placed in operation by an Area Training Chief.

We believe that after you have carefully considered this recommended program, you will realize the essentiality of requesting the assignment to your staff of a qualified man to serve as Area Training Chief. Therefore, we urgently recommend that immediate plans be made for this appointment, since *supervision is the key to the success of the program.*

Our assignment in Canton has been made very pleasant by the full cooperation of your staff. For Mr. P. S. Van Wyck, Acting Director of the Bureau of Training, we thank you for the opportunity of serving the Area and sincerely hope that this recommended training program may receive your approval and soon become effective, thereby making a contribution to the success of the over-all man power program for the Canton Area.

With kindest personal regards, we remain,

Sincerely yours,

BUREAU OF TRAINING,

*Raymond S. Ward*

RAYMOND S. WARD  
Management and Planning Division

*Max Chambers*

MAX CHAMBERS,  
Industrial and Vocational Training Division.

## B. TRAINING PROBLEMS IN THE CANTON AREA

The training problems of the Canton Labor Market Area differ only slightly from those found elsewhere. Plans for overcoming the problems have now been prepared and delivered to the Area Director with recommendation for implementation.

Preemployment training has declined in importance with increased opportunities for immediate paid employment without training, while in-plant and supplementary training, although increasing, appear not to be as closely geared to labor requirements of specific employers as they could be.

In several instances workers have given supplementary training in occupations for which there is no known demand either with their present employers or elsewhere in the area, thereby contributing to turn-over and out-migration, while many trainees have been employed in the area in occupations not utilizing their training.

Some establishments are being adequately serviced by small pre-employment training programs while others which may be in need of such programs are not being serviced to meet their needs.

The activities of the training agencies are not adequately coordinated. TWI training is being given in some plants. Apprentice Training Service has assisted in a few plants, pre-employment and supplementary training has been planned for still others. *Adequate use has not been made of the manning tables and replacement schedules for the training of replacements as needed.*

Training courses now being given are inadequate in terms of the total training needs of the area and are not sufficiently an integral part of the over-all manpower program.

Unskilled workers are hired and given so-called "in-plant" training which with only a few exceptions is unorganized "over the shoulder" training. There is under-utilization of existing out-plant training facilities which could be used for (a) pre-employment training of in school youth, (b) pre-production or paid employee training, and (c) supplementary training for upgrading employed workers.

Inadequate statistical data on specific occupational employer demand as well as meagre coverage by Manning Tables makes it difficult to plan training programs to meet specific employer needs.

Training agency activities are carried on independently with no coordination into an over-all well integrated area training program. This situation is almost wholly due to the absence of a WMC training chief for the area responsible for planning and carrying out a unified program.

Employers, USES personnel, and the community are not training conscious. In fact some of the largest employers are extremely uncooperative and unsympathetic toward training and the manpower program. Employment Service personnel are too busy trying to fill orders on a day to day basis to realize the advantages of training in supplying employer's needs.

Training and utilization of women, Negroes, older workers, and handicapped persons have not been developed to the extent possible.

Out-plant training facilities are lacking for many of the skilled and semiskilled jobs in the area, making it necessary for plants with no organized in-plant training program to waste time, materials and money in training the hard way.

The services rendered to plants by the war training agencies have been spotty and bear little relation to the plant needs on an area wide basis.

In summary, *the training problems of the area are to determine the current and anticipated training needs of each major war employer, the facilities available to meet these needs, and the establishment of a coordinated training program geared specifically to these needs.*

C. THE OVER-ALL AREA OCCUPATIONAL NEEDS BY SUBAREAS  
(From Supplement A Sept. ES-270 Report)

Canton REPORTED DEMAND			
Occupation	2 months	4 months	Recommendations <sup>1</sup>
0-07 Metallurgist	10	10	1
0-68 Time Study Man	6		2
1-03 Checker	14		
1-38 Tool Clerk	1		
4-75 Machinist II	28	9	3
4-78 Eng. Lathe Opr.	15		4
4-78 Mill. M. O.	6		5
4-78 Vert. Bor. Mill O.	18		6
4-78 Horiz. Bor. Mill O.	20		7
4-78 Other NEC.	10		8
4-76 Tool Makers	10		9
4-82 Coemakers	4		10
4-84 Struct. Steel Layout	3	3	11
4-85 Welder Arc.	11		12
4-85 Welder Comb.	5	5	13
4-86 Drop Hammer O.	5	5	14
4-86 Forging Press O.	3	3	15
4-97 Elect. Repairman	13	10	16
4-X2 Machine Learners	100		17
5-30 Pijetter	7		18
5-79 Car Repairman RR.	1		19
5-81 Auto Mech. Motor	12		20
5-83 Mainten. Mech.	7		21
5-73 Elect. Bdge. Crane O.	14		22
5-78 Millwright	30	2	23
6-78 Tur. Lathe O.	4		24
6-78 Rad. Drill Pr. O.	10		25
6-78 Lathe O. Autom.	13		26
6-78 Grinder	32		27
6-88 Punch Pr. O.	12		28
6-88 Draw Press O.	6		29
7-00 Inspector	115		30
7-24 Bricklayer Firebr.	2		
7-38 Yard Brakeman	1		
9-65 Laborer Fdy.	29		
5-9 Skilled NEC.	80	150	
7-9 Semi-Skilled NEC.	850	1,700	
9-9 Other Skilled NEC.	2,960	5,423	
Other NEC.	1,414	2,394	

<sup>1</sup> See part 4-a.

Alliance Subarea  
REPORTED DEMAND

Occupation	2 months	4 months	Recommendations <sup>1</sup>
0-48 Draftsman Mech.	4	4	1
4-76 Die Sinker	5	5	2
4-75 Machinist II	13	30	3
4-78 Eng. Lathe O.	15	15	4
4-78 Hor. Bor. M. O.	4	4	5
4-78 Planer	5	5	6
4-78 Mill. Mach. O. II.	15	15	7
4-85 Welder Arc.	52	84	8
4-85 Welder Acet.	40	60	9
4-84 Connector I.	2	2	10
6-54 Inspector (Amm.n.)	40	60	11
6-78 Eng. Lathe O. II.	4	4	12
6-78 S. S. Drill Pr. O.	2	2	13
6-78 Floor Assembler	6	2	14
6-82 Chipper Fdy.	10	10	15
6-85 Acet. Burner O.	1	1	
7-94 Mach. Appr.	31	50	
7-90 Semi. Sk. NEC.	143	204	
8-82 Labor Proc. Fdy.	269	476	
8-93 Labor Proc. Ord.	32	76	
8-93 Labor Proc. Forge.	315	545	
8-78 Labor Proc. Mach. S.		30	
9-00 Labor	48	93	
9-65 Labor Ord.	226	368	
9-99 Other NEC.	197	320	
9-65 Labor Mach. S.	105	225	

<sup>1</sup> See part 4-b.

Massillon Subarea  
REPORTED DEMAND

Occupation	2 Months	4 Months	Recommendations <sup>1</sup>
0-50 Chemist Asst. II	20	25	1
1-05 Office clerks	10	50	
4-75 Machinist II	18	23	2
4-76 Toolmaker	4	8	3
4-78 [Mill. Machine O.]	56	80	4
4-78 Intern. Grinder O.	55	71	5
4-81 Floor Molder	3	3	6
4-83 Boilermaker	2	2	7
4-85 Welder Comb.	14	18	8
4-86 Blacksmith II	3	3	9
4-97 Electrician	35	35	10
5-79 Round House Mach.	7	7	11
5-88 Riggers	20	20	12
6-78 Turret Lathe Auto.	30	60	13
7-00 Cir. Process Insp.	17	60	14
9-32 Track laborer	30	30	15
9-34 Coke Plant labor	20	40	16
9-65 Labor	495	908	17

<sup>1</sup> See part 4-c.

# D. SURVEY OF OUT-PLANT TRAINING FACILITIES AND PRESENT UTILIZATION

Part D - 1. CANTON  
2. ALLIANCE  
3. MASSILLON  
4. DOVER

BUREAU OF TRAINING  
WAR MANPOWER COMMISSION  
TRAINING PROGRAM INSPECTION REPORT  
City CANTON State OHIO Date SEPT. 8, 1943  
Name of Center TIMKEN VOC H.S.  
Address TUSCARAWAS ST. By (H)

MACHINE SHOP - SUP (SHOP NO. 1)

No. Work Stations 30  
1. Lathes 11 2. Planers 1  
3. Millers 3 4. Drill Press 6  
5. Shapers 1 6. Power Hacks 1  
7. Grinders 2 8. Batches 4  
Enrollment: W 22 F 3 Total 25  
white Negro Other  
Foreman Instructors  
Shop Rating

WELDING SHOP - PRE  
Note: Cross hatching and outlines to be in RED  
No. Work Stations 16  
Enrollment: W 9 F - Total 9  
white Negro Other  
Foreman Instructors  
Shop Rating

MACHINE SHOP - PRE (SHOP NO. 2)  
Same equip. as above plus 1 vertical boring mill.  
No. Work Stations 30  
Enrollment: W 13 F 4 Total 17  
white Negro Other  
Foreman Instructors  
Shop Rating

GA. WELDING SHOP - PRE  
No. Work Stations 16  
Enrollment: W 9 F - Total 9  
white Negro Other  
Foreman Instructors  
Shop Rating

DRAFTING SHOP - SUP  
No. Work Stations 30  
Enrollment: W 9 F 10 Total 19  
white Negro Other  
Foreman Instructors  
Shop Rating

AUTO (ODT) SHOP  
No. Work Stations 24  
Enrollment: W 24 F - Total 24  
white Negro Other  
Foreman Instructors  
Shop Rating

SHOP  
No. Work Stations  
Enrollment: W - F - Total  
white Negro Other  
Foreman Instructors  
Shop Rating

SHOP  
No. Work Stations  
Enrollment: W - F - Total  
white Negro Other  
Foreman Instructors  
Shop Rating

SHOP  
No. Work Stations  
Enrollment: W - F - Total  
white Negro Other  
Foreman Instructors  
Shop Rating

SHOP  
No. Work Stations  
Enrollment: W - F - Total  
white Negro Other  
Foreman Instructors  
Shop Rating

THIS SPACE FOR THE REGIONAL CHIEF  
OF TRAINING AND WASHINGTON OFFICE

(Date)

☒ VE  
☐ NYA  
☐

BUREAU OF TRAINING  
WAR MANPOWER COMMISSION  
TRAINING PROGRAM INSPECTION REPORT  
City ALLIANCE State OHIO Date SEPT 8, 1943  
Name of Center War Production Tr. School  
Address 5 SENACA ST. By (u)

**MACHINE SHOP**

No. Work Stations 18

Enrollments: W 16 F 16 Total 32

White 16 Negro 16 Other 0

Foreman 1 Instructors 1

Shop Rating     

**WELDING SHOP**

Note (Cross hatching and outlines to be in RED)

No. Work Stations 16

Enrollments: W 18 F 7 Total 25

White 18 Negro 7 Other 0

Foreman 1 Instructors 1

Shop Rating     

**ACETYLENE GAS SHOP**

No. Work Stations 16

Enrollments: W 2 F 12 Total 14

White 2 Negro 12 Other 0

Foreman 1 Instructors 1

Shop Rating     

**SHOP**

No. Work Stations     

Enrollments: W      F      Total     

White      Negro      Other     

Foreman      Instructors     

Shop Rating     

**SHOP**

No. Work Stations     

Enrollments: W      F      Total     

White      Negro      Other     

Foreman      Instructors     

Shop Rating     

☒ VE  
☐ NYA  
☐

BUREAU OF TRAINING  
WAR MANPOWER COMMISSION  
TRAINING PROGRAM INSPECTION REPORT  
City MASSILLON State OHIO Date SEPT 9/43  
Name of Center HIGH SCHOOL  
Address 1ST ST. S.E. By (u)

**MACHINE SHOP**

No. Work Stations 22

Enrollments: W 20 F 4 Total 24

White 20 Negro 4 Other 0

Foreman 1 Instructors 1

Shop Rating     

**WELDING SHOP**

Note (Cross hatching to be indicated in RED)

No. Work Stations 8

Enrollments: W      F      Total     

White      Negro      Other     

Foreman      Instructors     

Shop Rating     

**DRAFTING SHOP**

No. Work Stations 24

Enrollments: W 10 F 2 Total 12

White 10 Negro 2 Other 0

Foreman 1 Instructors 1

Shop Rating     

**GAS WELDING SHOP**

No. Work Stations 8

Enrollments: W      F      Total     

White      Negro      Other     

Foreman      Instructors     

Shop Rating     

**SHOP**

No. Work Stations     

Enrollments: W      F      Total     

White      Negro      Other     

Foreman      Instructors     

Shop Rating

BUREAU OF TRAINING  
WAR MANPOWER COMMISSION

☒ SPECIAL REPORT

City DOVER State OHIO Date 10/5/43

Name of Center DOVER H.S.

Address WALNUT ST. By LD

PART D-4

MACHINE SHOP

Enrollment: M 11 F 3 Total 14

White 11 Negro 3 Other 0

Foremen 0 Instructors 0

Shop Rating 2

WELDING SHOP

Enrollment: M 0 F 0 Total 0

White 0 Negro 0 Other 0

Foremen 0 Instructors 0

Shop Rating 0

GAS WELDING SHOP

Enrollment: M 0 F 0 Total 0

White 0 Negro 0 Other 0

Foremen 0 Instructors 0

Shop Rating 0

# E. RECOMMENDATIONS FOR MEETING KNOWN SPECIFIC OCCUPATIONAL NEEDS BASED ON EMPLOYER DEMANDS SEPTEMBER-DECEMBER, 1943

## 1. Canton

Occupation	Number needed	Training recommendations
(1) Metallurgist.....	10	ESMWT needed within 2 months.
Republic Steel Corp.....	10	
(2) Time Study Man.....	6	ESMWT.
Westinghouse Elec.....	5	
Timken R. B. Co.....	1	
(3) Machinist II.....	28	ATS upgrading. Replacements through the VTWPW machine shop training program Canton, on PET basis.
Timken R. B. Co.....	8	
Union Metal Mfg.....	2	
Barium Stainless Steel.....	4	
Republic Steel Corp.....	5	
Hercules Motors.....	5	
(4) Engine Lathe Operator.....	19	ATS upgrading. Replacements through the VTWPW machine shop training program Canton, on PET basis.
Hercules Motors.....	3	
Bowdill Company.....	2	
Westinghouse Elec.....	10	
(5) Milling Machine Operator (critical).....	6	VTWPW. Training Timken Voc. H. S. on PET basis.
Bowdill Co.....	2	
Hercules Motors.....	4	
(6) Vertical Boring Mill Oper.....	18	ATS upgrading. VTWPW training Timken Voc. H. S. on PET basis.
Hercules Motors.....	5	
Timken R. B. Co.....	13	
(7) Horizontal Boring Mill Operator.....	18	ATS in-plant upgrading. VTWPW offered to send instructors into the plant.
Westinghouse Elec.....	18	
(8) Toolmakers.....	10	ATS upgrading. Replacements through VTWPW training program at Timken Voc. High School, Canton.
Westinghouse Elec.....	4	
(9) Coremaker.....	4	In-plant training.
Union Metal Mfg. Co.....	3	
(10) Structural Steel Layout Man.....	4	In-plant training. VTWPW Timken Voc. High School drafting and/or set metal courses.
Republic Steel Corp.....	3	
(11) Arc Welder.....	11	VTWPW facilities Timken Voc. High School, Canton.
Timken R. B. Co.....	3	
Union Metal Mfg.....	8	
(12) Welder (Combination).....	5	VTWPW facilities Timken Voc. High School, Canton.
Timken R. B. Co.....	5	
(13) Drop Hammer Operator.....	5	In-plant training. ATS upgrading.
Barium Stainless Steel.....	5	
(14) Forging Press Operator.....	3	In-plant training. ATS upgrading.
Barium Stainless Steel.....	3	
(15) Electrical Repairman.....	13	ATS upgrading. Replacements through VTWPW electric shop program Timken Voc. High School.
Timken R. B. Co.....	3	
Republic Steel Corp.....	100	
(16) Machine Learner.....	100	In-plant training with VTWPW instructors and Timken Voc. High School machine shop.
Westinghouse Elec.....	7	
(17) Pipe Fitter.....	7	ATS upgrading or clearance.
Timken R. B. Co.....	12	
(18) Auto Mechanics (Motor).....	7	VTWPW program auto shop Timken Voc. High School.
Hercules Motors.....	12	
(19) Maintenance Mechanic.....	7	In-plant upgrading.
Timken R. B. Co.....	7	
(20) Electric Bridge Crane Opr.....	14	In-plant training.
Timken R. B. Co.....	14	



## 1. Canton—Continued

Occupation	Number needed	Training recommendations
(21) Millwright (critical).....	30	ATS upgrading or clearance.
Timken R. B. Co.....	24	
Barium Stain. Steel.....	2	
Hercules Motors.....	4	
(22) Automatic Turret Lathe Operator.....	4	ATS upgrading. In-plant, Replacements through VTWPW. Machine shop training program Timken Voc. High School.
Timken R. B. Co.....	4	
(23) Radia Drill Press Opr.....	10	In-plant upgrading. VTWPW machine shop program Timken Voc. High School.
Westinghouse Elec.....	10	
(24) Automatic Lathe Operator.....	13	In-plant upgrading. VTWPW machine shop program Timken Voc. High School.
Timken R. B. Co.....	13	
(25) Grincer.....	32	In-plant training or VTWPW machine shop program Timken Voc. High School.
Timken R. B. Co.....	32	
(26) Punch Press Operator (critical).....	12	ATS in-plant upgrading.
Republic Stamping Co.....	12	
(27) Draw Press Operator.....	6	In-plant training.
Republic Stamping Co.....	6	
(28) Circulating Process Inspector.....	115	Consider ESMWT. Supplementary night course. Job especially suited for women.
Timken R. B. Co.....	115	
(29) Laborers (Foundry).....	23	A check should be made concerning the nature of these jobs so an effective induction and training program can be established.
Un on Metal Mfg. Co.....	23	
(30) Reported demand for next 4 months is—		A check should be made concerning the nature of these jobs so an effective induction and training program can be established.
Skilled N E C.....	150	
Semi-Skilled N E C.....	1,700	
Other N E C.....	7,817	

## 2. Alliance

Occupations	Number needed	Training recommendations
(1) Draftsman (Mechanical).....	4	Recommend employment of workers by plant and send to Timken Voc. High School, Canton, for training in drafting course now operating. If training required is of college grade ESMWT may supply.
Alliance Mfg. Co.....	1	
Balcock-Wilcox Co.....	3	
(2) Die Sinker (critical).....	5	ATS upgrading from plant machinists. No die sinkers known to be available.
Transue-Williams Co.....	5	
(3) Machinist II.....	30	ATS upgrading. Replacements through VTWPW machine shop training program, Alliance.
Balcock-Wilcox Co.....	5	
Alliance Mach. Co.....	25	
(4) Engine Lathe Operator.....	15	ATS upgrading. Replacements through local VTWPW machine shop training program, Alliance.
Morgan Engineering Company.....	15	
(5) Horizontal Boring Mill Opr.....	4	In-plant upgrading. VTWPW assistance, replacements through VTWPW machine shop training program, Alliance. Query Timken Voc. High Sch., Canton.
Morgan Engineering Company.....	4	
(6) Plane Operator.....	5	In-plant upgrading. VTWPW assistance, replacements through VTWPW machine shop training program, Alliance. Query Timken Voc. High School.
Morgan Engineering Company.....	5	

20

## 2. Alliance—Continued

Occupations	Number needed	Training recommendations
(7) Milling Machine Opr.....	15	In-plant upgrading. Replacements through VTWPW machine shop training program, Alliance.
Transue-Williams Co.....	15	
(8) Arc Welder.....	84	16 stations in Alliance. VTWPW training center. Can supply 48 welders per month on 3-shift, 7-day basis.
Alliance Proc. Prod.....	24	
Taylorcraft.....	60	
(9) Acetylene Welder.....	60	16 stations in Alliance. VTWPW training center. Can supply 48 welders per month on 3-shift, 7-day basis.
Taylorcraft.....	60	
(10) Connector I.....	2	In-plant training. VTWPW assistance.
Morgan Engineering Company.....	2	
(11) Inspector-Ammunition.....	60	Clearance with construction industry. VTWPW secure plant specifications from USES, set up course on PET Basis.
Alliance Proc. Prod.....	60	
(12) Engine Lathe Oper. II.....	4	ATS upgrading. Replacements through local VTWPW machine shop training program, Alliance.
Morgan Engineering Company.....	4	
(13) Single Spindle Drill Press Operator.....	2	VTWPW secure plant specifications from USES, set up course on PET basis.
Morgan Engineering Co.....	2	
(14) Floor Assembler.....	2	In-plant training.
Morgan Engineering Co.....	2	
(15) Chipper (Foundry).....	10	In-plant training.
Machine Steel Casting.....	10	
(16) Machinist Apprentice.....	50	ATS.
Alliance Mach. Co.....	50	
(17) Labor, process, foundry, ordnance, froze machine shop and NEC.....	2,337	A check should be made concerning the nature of these jobs so an effective induction and training program can be established.

## 3. Massillon

Occupations	Number needed	Training recommendations
(1) Chemical Assistant II.....	25	ESMWT arrange.
Republic Steel Corp.....	25	
(2) Machinist II.....	23	Upgrading by ATS. Replacements through the VTWPW machine-shop training program, Massillon.
Griscom-Russell Co.....	8	
Eaton Mfg. Co.....	3	
Tyson Roller B. Co.....	2	
Republic Steel Corp.....	10	
(3) Toolmaker.....	8	Upgrading by ATS. Replacements through the VTWPW machine-shop training program, Massillon.
Griscom-Russell.....	8	
(4) Milling Machine Operator.....	80	Local VTWPW Training Center has 2 milling machines. Capacity 9 trainees on 3-shift basis for 30 days (200-240 hours). 36 trained milling machine operators could be delivered. One additional milling machine transferred to this center would produce a total of 54 trained M. M. operators in 4 months.
Tyson Roller B. Co.....	80	
(5) Internal Grinder Operator.....	71	Training to be done in plant. VTWPW can well assist in meeting this need.
Tyson Roller B. Co.....	71	
(6) Floor Molder.....	3	ATS upgrading in plant.
Republic Steel Corp.....	3	

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### 3. Massillon—Continued

Occupations	Number needed	Training recommendations
(7) Boiler maker	2	ATS upgrading in plant or clearance.
Republic Steel Corp.	2	
(8) Welder (Combination)	18	VTWPW has ample facilities at Massillon
Grisom-Russell Co.	8	H. S. not in use for training these workers.
Republic Steel Corp.	10	
(9) Blacksmith I.	3	ATS upgrading in plant or clearance.
Republic Steel Corp.	3	
(10) Electrician	35	ATS upgrading or clearance. Possible replacements through VTWPW Timken Vocational School, Canton.
Republic Steel Corp.	35	Upgrading in plant.
(11) Round House Machinist	7	
Republic Steel Corp.	7	Upgrading in plant.
(12) Rigger III.	20	
Republic Steel Corp.	20	
(13) Automatic Turret Lathe Operator	60	ATS upgrading in plant. Replacements through VTWPW. Machine-shop training program, Massillon.
Tysen Roller B. Co.	60	
(14) Circulating Process Insp.	60	ESMWT, VTWPW, supplementary night course. Job especially suited for women.
Tysen Roller B. Co.	60	
(15) Track Laborer	30	Sound induction training determines exact nature of these jobs.
Republic Steel Corp.	30	
(16) Coke Plant Laborer	40	Sound induction training determines exact nature of these jobs.
Republic Steel Corp.	40	
(17) Laborer (Metal and Metal Products Mfg.)	908	A sound induction training program will no doubt meet the need in this case. It is important that a check be made to determine the exact nature of these jobs. Training needed can be adjusted accordingly.
Grisom-Russell Co.	126	
Union Drawn Steel	101	
Eaton Mfg. Co.	84	
Mason Steel Casting	137	
Republic Steel Corp.	460	

### F EMPLOYER DEMAND vs. TRAINING OUTPUT

Employer demand is based on September ES-270 Reports. Estimated trainee output is based on the use of present VTWPW out-plant training facilities as noted.

#### 1. Canton

Occupation	Employer demand, 2 months	Machine stations	Estimated trainee output for 2 months, on basis of 2 shifts
Lathe Operators	19	22	88
Milling Mach. Operators	6	6	72
Shaper Operators	6	6	72
Universal Grinder Oprs.	32	4	16
Planer Operators	2	2	12
Radial Drill Press Oprs.	10	1	4
Drill Press Operators	11	11	88
Vertical Boring Mill. Oprs.	18	1	2
Arc Welders	11	16	96
Acet. Welders (Combination)	5	16	96
Draftsmen	30	30	20
Auto Mechanics	12	24	64

See footnote on p. 23.

### 2. Alliance

Occupation	Employer demand, 4 months	Machine stations	Estimated trainee output for 4 months, based on 3 shifts
Lathe Operators	19	8	96
Milling Mach. Operators	15	2	36
Shaper Operators	2	2	36
Planer Operators	5	1	18
Drill Press Oprs.	2	2	48
Arc Welders	84	8	144
Acet. Welders	60	8	144

### 3. Massillon

Occupation	Employer demand, 4 months	Machine stations	Estimated trainee output 4 months based on 2 shifts
Lathe Operators		12	96
Milling Mach. Operators	80	2	24
Shaper Operators		2	24
Drill Press Operators		4	72
Arc Welders (Combination)	18	8	96
Acet. Welders		8	96
Draftsmen		24	32

### 4. Dover

Occupation	Employer demand, 4 months	Machine stations	On 1 shift basis for 4 mos.
Lathe Operators	N. A.	11	44
Milling Mach. Oprs.	N. A.	1	4
Shaper Operators	N. A.	1	4
Drill Press Oprs.	N. A.	3	12

<sup>1</sup> These are the only instances where demand exceeds estimated training output. The placement of these trainees would have to be determined on a priority basis by USES.

## H. RECOMMENDATIONS FOR MEETING PLANT NEEDS THROUGH TWIS SUPERVISORY TRAINING

Since most of the plants in the Canton area do not have well organized in-plant training programs, it is recommended that three Program Development Institutes be conducted by TWIS for approximately 30 plants.

It is further recommended that TWIS conduct the following training of supervisors:

*Job Instruction* for improving supervisor's methods of training old and new workers on the job, especially in companies anticipating large numbers of new hires.

Companies: (14 firms).

*Job Methods* for improving plant production efficiency, especially in companies behind in production schedule.

Companies: (17 firms).

*Job Relations* for improving human relations between supervisors and workers to reduce absenteeism and turnover; also for plant entrance and exit interviews.

Companies: (14 firms).

NOTE—It is recommended that prior attention be given to the following plants:

1. ....
2. ....
3. ....

## I. FUNCTIONS OF THE WMC AREA CHIEF OF TRAINING

The WMC Area Chief of Training is under the direction of the Area Manpower Director and is responsible for: Review of program objectives, conformance of the area training program with Manpower policies; implementation of training policies and programs developed by the Bureau of Training and those initiated by the Regional, State, and area offices; coordination of training programs and activities of all training agencies of the WMC and those agencies cooperating with it, within the framework of policies and operating procedures of the War Manpower Commission; and advice to the Area Manpower Director on all matters relating to or affecting the training of war workers. Specifically, the principal functions and responsibilities of the Area Chief of Training are as follows:

1. To assist the Area Manpower Director in preparing the over-all manpower program for the area; and to advise him regarding program developments and needed changes.
  - (a) Participating in all WMC Area staff meetings.
  - (b) Preparing and submitting plans for the solution of specific manpower problems through training.
  - (c) Informing the Area Director of all training facilities and resources available in the area and the extent of their use.
  - (d) Reviewing program developments and significant trends with recommendations to the Area Manpower Director for necessary changes.
  - (e) Initiating and developing adequate methods and devices to insure effective progress in the achievement of training objectives.
2. To formulate a training program in cooperation with the training agencies referred to above, which will meet existing and anticipated training needs and which will be consistent with the State, Regional, and over-all manpower program.

**REDUCTION  
RATIO  
14:1**

2.5 mm  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz  
 1234567890

2.0 mm  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz1234567890

1.5 mm  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz1234567890

# PM-MGP METRIC GENERAL PURPOSE TARGET PHOTOGRAPHIC

200 mm

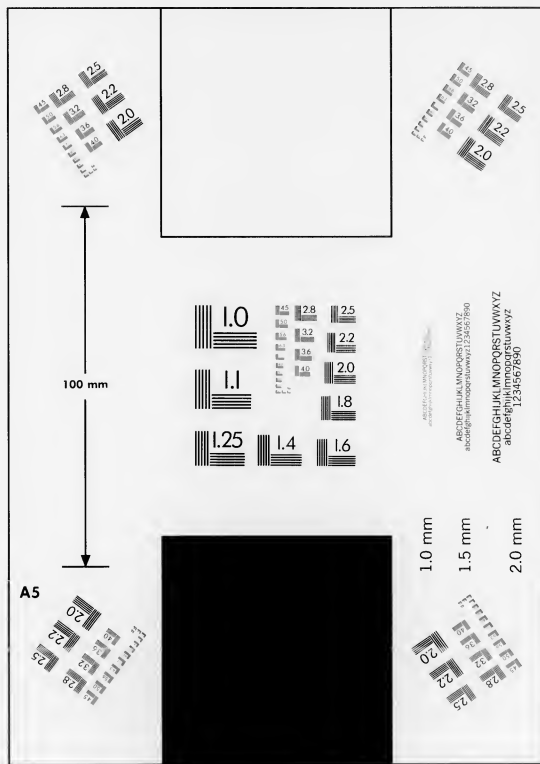
150 mm

100 mm

A5

A4

A3



## PRECISION<sup>SM</sup> RESOLUTION TARGETS



A&P International  
 2715 Upper Afton Road, St. Paul, MN 55119-4760  
 612/738-9029 FAX 612/738-1406

4.5 mm  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz  
 1234567890

3.5 mm

3.0 mm  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz1234567890

3.0 mm

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz1234567890

## G. Plant Service Control Table

PART G

 REGION V - 10/7/43  
 STATE OHIO  
 AREA CANTON  
 OTHER

 WAR MANPOWER COMMISSION  
 FORM WMC 30 DA E

 Bureau of Training  
 PLANT SERVICE CONTROL TABLE  
 WAR MANPOWER COMMISSION

PLANT		TRAINING SPECIALIST	UTILIZATION CONSULTANT	TRAINING SERVICE SUPERVISOR	TOTAL EMPLOYMENT		TOTAL DEMAND NEXT FOUR MO.	SELECT. SERVICE REPLACEMENTS NEXT FOUR MO.	TRAINING PLAN RATING	SERVICE BY TRAINING AGENCIES																EMPLOYEES					TURNOVER	OTHER FACTORS (See Legend)
										N - NEEDED																MONEY	NON-WHITE	HANDICAPPED	ADVERSELY AFFECTED			
					WORKERS IN WAR JOBS																NOT IN WAR JOBS											
					NAME	NO.	PRES-ENT	NEXT SIX MO.	NEXT FOUR MO.	NEXT FOUR MO.	A, B, C, or D	SUPERVISORY TRAINING								UPGRADING & SUPPLEMENTARY		PREPARATORY		ADVISORY SERVICES				PREPARATORY				
JIT	JMT	JRT	PDT	FOREMAN & CONF. LEAD.								PROD. SUPER.	TECH. AND PROF.	OTHER	VTWPM	ESMWT	ESMWT	VTWPM	VTWPM OR ESMWT	APPR.	ADV. WKR.	TRAIN LABOR RELAT.	IDENTIFY	VTWPM	NYA	ESMWT	\$	NO %	NO %	\$	\$	
I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII	XIX	XX	XXI	XXII	XXIII	XXIV	XXV	XXVI	XXVII	XXVIII	XXIX	XXX	XXXI	XXXII	
1. A				1	11835	13000	4659	348	B	N	N	N				N		V-N E-N	SEE NOTE ✓	N			N		N	28.7	70.9		8.3	6.8	OWN APPR. PROGRAM KNJT	
2. B				5	3765	4750	2001	104	A	137	170	20							✓	✓						54.5	96		6.6	5.8	TU	
3. C				3	1239	1377	628	30	D	N	N	N	N			N		V-N	N	N			N			13.3	12		6.3	9.2	TU	
4. D				2	521	750	376	38	C	N	N	N	N			N		VTWPM PAID EMP. TR.					N		N	37.1	3		13.4	9.9	T	
5. E				4	447	540	441	16	D	N		N	N					V-N	N				N			72.0	0		4.0	22.0	T	

 LEGEND FOR COLUMN III  
 "TRAINING SPECIALIST"

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

 LEGEND FOR COLUMN IV  
 "UTILIZATION CONSULTANT"

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

- A. Has full time Training Director
- B. Expanding own in-plant training program
- C. Expanding "Supplementary" training program
- D. Expanding use of "Pre-employment" training facilities
- E. Participates closely in drafting training specifications for C and D
- F. Paying trainees or plans to pay them

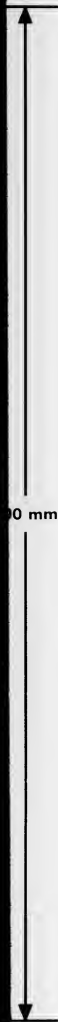
 LEGEND FOR COLUMN XXXII  
 "OTHER FACTORS"

- G. Relatively low rate structure generally
- H. Not using the employment service effectively
- I. Negotiations by designated training official under way
- J. Resists offers for assistance in training
- K. Transportation a factor
- L. Late hours a factor
- M. Ohio care nurseries a factor

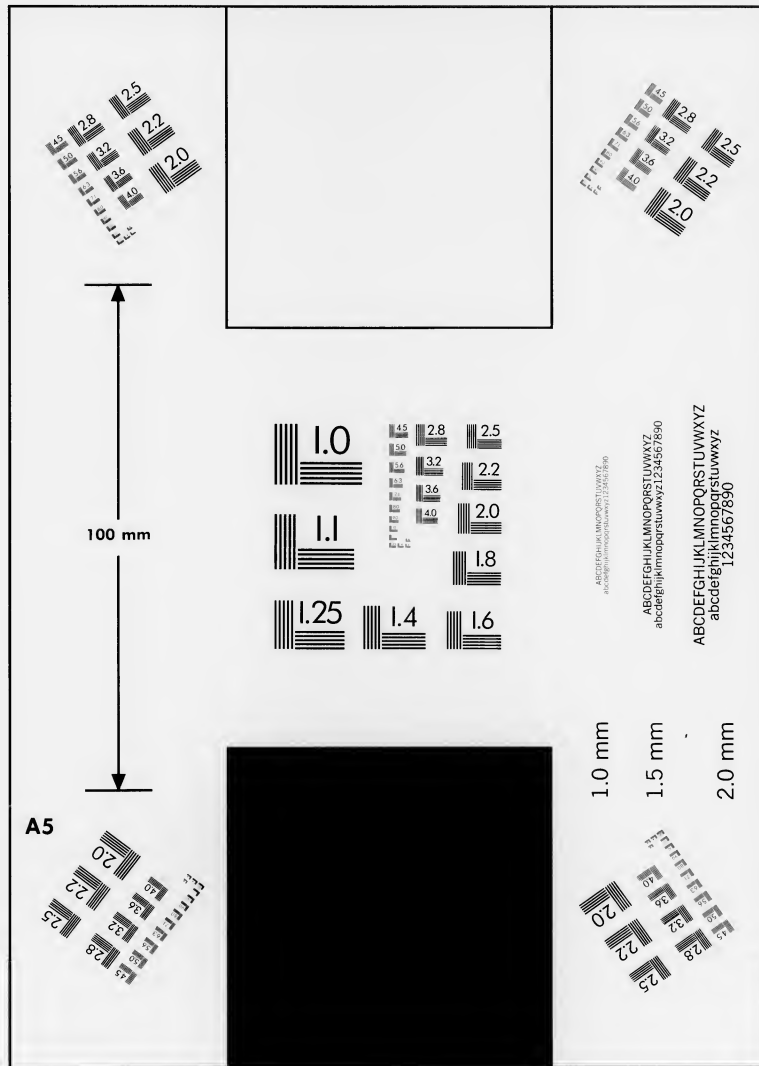
- N. Housing a factor
- O. Health and sanitary facilities a factor
- P. Recreational facilities a factor
- Q. In- or - out-migration a factor
- R. Labor Relations Problem Re Training
- S. See file for other significant data
- T. Behind production schedule
- U. Manning table available

**REDUCTION  
RATIO  
10:1**

# PM-MGP METRIC GENERAL PURPOSE TARGET PHOTOGRAPHIC



A4



PRECISION<sup>SM</sup> RESOLUTION TARGETS



A&P International  
2715 Upper Alton Road, St. Paul, MN 55119-4760  
612/738-9329 FAX 612/738-1496

ABCDEFGHIJKLMNOPQRSTUVWXYZ



## G. Plant Service Control Table

WAR MANPOWER COMMISSION  
FORM WMC 31

DATE \_\_\_\_\_

Bureau of Training  
PLANT SERVICE CONTROL TABLE  
WAR MANPOWER COMMISSION

PLANT		TRAINING SPECIALIST	UTILIZATION CONSULTANT	TRAINING SERVICE RANK	TOTAL EMPLOYMENT		TOTAL DEMAND NEXT FOUR MO.	SELECT. SERVICE REPLACEMENTS NEXT FOUR MO.	TRAINING PLAN RATING	SERVICE BY TRAINING AGENCIES														N - NEEDED	
										WORKERS IN WAR JOBS														NOT IN	
					PRESENT	NEXT SIX MO.				SUPERVISORY TRAINING				UPGRADING & SUPPLEMENTARY		PREP-ATORY	ADVISORY SERVICES				PREPAR				
										T	M	I	S	VTWPM	ESMWT		ESMWT	VTWPM	VTWPM OR ESMWT	A T S		OTHER	VTWPM		
NAME	NO.								A, B, C, or D	JIT	JMT	JRT	POT	FOREMAN & CONF. LEAD.	PROD. SUPER.	TECH. AND PROF.	OTHER		APPR.	ADV. WKR.	TRAIN LABOR RELAT.	IDENTIFY			
		II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII	XIX	XX	XXI	XXII	XXIII	XXIV	
1. A					1	11835	13000	4659	348	B	N	N	N				N		V-N E-N	SEE NOTE ✓	N			N	
2. B					5	3765	4750	2001	104	A	137	170	20						✓	✓					
3. C					3	1239	1377	628	30	D	N	N	N	N			N		V-N	N	N			N	
4. D					2	521	750	376	38	C	N	N	N	N			N		VTWPM PAID EMP. TR.					N	
5. E					4	447	540	441	16	D	N		N	N					V-N	N				N	

LEGEND FOR COLUMN III  
"TRAINING SPECIALIST".

- \_\_\_\_\_
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LEGEND FOR COLUMN IV  
"UTILIZATION CONSULTANT".

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

LEGEND FOR COLUMN XXXII  
"OTHER FACTORS".

- Has full time Training Director
- Expanding own in-plant training program
- Expanding "Supplementary" training program
- Expanding use of "Pre-employment" training facilities
- Participates closely in drafting training specifications for C and D
- Paying trainees or plans to pay them
- Relatively low rate structure generally
- Not using the Employment Service effectively
- Negotiations by designated training official
- Resists offers for assistance in training
- Transportation a factor
- Late hours a factor
- Child care nurseries a factor

G. Plant Service Control Table

Bureau of Training  
PLANT SERVICE CONTROL TABLE  
WAR MANPOWER COMMISSION

PART G

REGION V - 10/7/43  
STATE OHIO  
AREA CANTON  
OTHER

AL MENT	TOTAL DEMAND NEXT FOUR MO.	SELECT. SERVICE REPLACE- MENTS NEXT FOUR MO.	TRAIN- ING PLAN RATING	SERVICE BY TRAINING AGENCIES																		N - NEEDED					EMPLOYEES					OTHER FACTORS  (See Legend)
				WORKERS IN WAR JOBS													NOT IN WAR JOBS					WOMEN	NON-WHITE	HANDICAPPED	ABSENTEEISM	TURNOVER						
				SUPERVISORY TRAINING						UPGRADING & SUPPLEMENTARY		PREPARATORY	ADVISORY SERVICES			PREPARATORY																
				T W I S				VTWPN FOREMAN & CONF. LEAD.	ESMWT PROD. SUPER.	ESMWT TECH. AND PROF.	VTWPN OTHER		A T S	OTHER	VTWPN	NYA	ESMWT															
				JIT	JMT	JRT	PDT																									
NEXT SIX MO.			A, B, C, or D	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII	XIX	XX	XXI	XXII	XXIII	XXIV	XXV	XXVI	XXVII	XXVIII	XXIX	XXX	XXXI	XXXII							
VII	VIII	IX	X																													
13000	4659	348	B	N	N	N				N		V-N E-N	SEE NOTE ✓	N			N		N	28.7	709		8.3	6.8	OWN APPR. PROGRAM KNJT							
4750	2001	104	A	137	170	20							✓	✓						54.5	96		6.6	5.8	TU							
1377	628	30	D	N	N	N	N			N		V-N	N	N			N			13.3	12		6.3	9.2	TU							
750	376	38	C	N	N	N	N			N		VTWPN PAID EMP. TR.					N		N	37.1	3		13.4	9.9	T							
540	441	16	D	N		N	N					V-N	N				N			72.0	0		4.0	22.0	T							

LEGEND FOR COLUMN IV  
UTILIZATION CONSULTANT\*

LEGEND FOR COLUMN XXXII  
"OTHER FACTORS"

- A. Has full time Training Director
- B. Expanding own in-plant training program
- C. Expanding "Supplementary" training program
- D. Expanding use of "Pre-employment" training facilities
- E. Participates closely in drafting training specifications for C and D
- F. Paying trainees or plans to pay them

- G. Relatively low rate structure generally
- H. Not using the Employment Service effectively
- I. Negotiations by designated training official under way
- J. Resists offers for assistance in training
- K. Transportation a factor
- L. Late hours a factor
- M. Child care nurseries a factor

- N. Housing a factor
- O. Health and sanitary facilities a factor
- P. Recreational facilities a factor
- Q. In- or - out-migration a factor
- R. Labor Relations Problem Re Training
- S. See file for other significant data
- T. Behind production schedule
- U. Manning table available

- (a) Conducting regular meetings of the area Training Council composed of representatives of the training agencies, and representatives of the Divisions of Placement and Manpower Utilization and invited participants.
  - (b) Determining the specific training needs of employers within the area through analysis, interpretation, and correlation of all available manpower data such as USES reports, Manning Table and Replacement Schedule information, reports of Manpower Utilization and training agency representatives; consultation with Labor and Management representatives, plant training surveys, and from other sources.
  - (c) Ascertaining the availability of different types of workers and potential trainees for enrollment in various training activities.
  - (d) Arranging in cooperation with the training agencies for transfer, lease, or purchase of additional training facilities as required.
  - (e) Arranging through the Area Manpower Director for training surplus manpower within the area for placement outside the area.
  - (f) Applying established manpower priority schedules for servicing the training needs of plants within the area.
  - (g) Interpreting and securing agreements on established WMC policies, procedures, and operating instructions which affect training.
3. To coordinate the programs of the training agencies in the Area.
- (a) Conducting regular Area Training Council meetings to discuss work in progress and arrange for unified action on training problems of the area.
  - (b) Making specific training allocations agreed upon by the Area Training Council, as to numbers of workers to be trained in various types of occupations to meet specific needs, assisting with examinations of Manning Tables and conducting training surveys of specific plants.
  - (c) Facilitating and coordinating the interchange of services, facilities, and information among the training agencies to insure maximum utilization of training resources.
4. To provide technical advice and assistance in the development of plant training programs as conducted by the plants themselves or jointly with one or more training agencies and to evaluate the training program for the area.
- (a) Participating with plant officials in making analyses of plant training needs and advising the plant officials and training agency representatives on the formulation of a plant training program.
  - (b) Visiting plant training programs and training centers in operation.
  - (c) Conferring with Management and Labor and other interested officials on training matters.
  - (d) Reviewing the Area Training Program to obtain continuing information as to its quality and adequacy.
  - (e) Reviewing and analyzing for War Manpower Commission authorities reports submitted by training agencies.

5. To advise the training agencies of training needs, trends and developments affecting training in the area.

- (a) Arranging through the Area Manpower Director for making the resources and facilities of the WMC available to the training agencies as required to assist them in carrying on their programs.
- (b) Providing technical advice and assistance in solving training problems.
- (c) Keeping the training agencies fully informed on manpower developments and pertinent activities of other agencies.
- (d) Arranging with training officials for necessary adjustments of training activities as required to meet changing manpower requirements.
- (e) Reviewing applications and proposals initiated by the agencies for training not included in the national approved lists.

#### J. RECOMMENDED AND ADOPTED TRAINING PROGRAM FOR THE CANTON AREA

Having been designated as a Model Area, for the development of a well integrated War Manpower Program, the Representatives of the Bureau and the Regional Division of Training have carefully analyzed the various aspects of the problem and submit the following recommendations for an area-wide *Training Program* to the Area Director.

##### 1. Recognition of operating principles

- (a) If a critical labor supply area such as Canton a *comprehensive, close fitting plan* is essential to effective training, and utilization, of all available manpower.
- (b) The local area stabilization plan serves as the guiding factor for operating an effective training program.
- (c) Recognition of the *authority and responsibility* of the WMC Area Director is essential to the successful prosecution of the training program.
- (d) An *Area Training Council* composed of the Training Staff, Manpower Utilization Specialist, and the USES employer relations representative is necessary for effective coordination and operation of the Area Training Program.

The Area Training Council has the responsibility for holding regular meetings for the purpose of determining needs for the Area and individual plants based on specific occupational information and data on the plant service control table; designating the appropriate training agency, or agencies, to make specific plant analyses and to plan comprehensive training programs to meet the training needs; determining the part the cooperating training agencies will play in carrying out the agreed upon area training program; and keeping the Area Director fully informed as a part of the program.

Specific areas, such as Massillon and Alliance may need subcommittees to more closely integrate their community training activities.

(e) The Area Director and the Area Training Council have the further responsibility of presenting the *true values of training* by providing a close relationship between all WMC Area divisions and the division of training as an integral part of the over-all Area Manpower Program for Canton.

1. Preparation of *Manning tables and Replacement Schedules* by industry

should be encouraged and used by training officials as *indicators of total worker needs*. They should not be construed as draft deferment devices.

(b) Regular reports of plant contacts made by ATS, ESMWT, TWI, and VTWPW should be made to the Area Training Supervisor immediately following the contact.

(c) A Plant Service Control Table should be prepared from all available source data for the determination of the kinds of training services needed by plants in the area in accordance with their relative urgency.

##### 2. Coordination of training programs

(a) To meet the need for manpower skills it is essential that the Canton Area Training Chief completely *coordinate all training operations* and agency services and promote fullest cooperation in the total Area Manpower program, so that training agency services will be fully used to the best advantage.

(b) Realization of the singleness of purpose of the Area training program compels all training agencies to cooperate fully and promptly supply information and assistance when and where needed.

(c) In-plant training services especially those provided by ATS and TWIS need to be closely coordinated with the work of manpower utilization representatives.

##### 3. Training needs information

(a) Specific and complete occupational information from all Employment Service reports, manpower utilization work sheets and manning tables is required for the Area Training Council's deliberation. This information should be furnished as soon as possible when assembled. Supplement A's to the ES-270's must be prepared so training by occupations can be planned to meet these needs.

##### 4. Plant contact procedure

(a) Preliminary plant *assignment recommendations* will be made by the Area Training Council.

(b) *Initial contacts and arrangements* for all plants' visits by training agency representatives will be cleared through the Area Director.

(c) Following a contact the training agency representative has the responsibility of *promptly reporting his findings and recommendations* to the Area Training Chief and the Area Training Council.

(d) Training plan arrangements with plants should *clearly outline the entire plan* to prevent misunderstandings between the plant, the employee, the training agencies, and the Employment Service.

##### 5. Training program development and operation

(a) *The key to production is training—and utilization.*

(b) A well-balanced training program is organized to provide the Employment Service with a *valuable device* for meeting employer demands with qualified workers in specific occupations as needed.

(c) A sound training program for the area includes plans for the *careful selection and training of new workers*, and the upgrading of present workers, and *full development of paid employee training programs*.

(d) The services of each war training agency should be utilized to the limit of capacity in its field.

(e) The development of an area training program and a plant training plan based on need, requires the use of all sound training devices, practices

and standards with each *training agency meeting its obligation* in providing the plant with improved supervisory personnel and more reliable workers of better quality, thereby reducing labor turn-over, absenteeism, equipment breakage, material spoilage, worker accidents, operating costs and importation of outside workers.

(f) Every specific plant training plan is *tailored to fit* the plant's operating framework after a careful analysis of the plant's training needs is made.

(g) In developing a specific plant training plan the Area Training Chief has the responsibility for seeing that the *training plan meets specific requirements of the plant* including occupation and length of training period.

(h) All training should be planned to *employ the new worker at the highest skill achieved*, immediately upon completion of the agreed upon period of training.

(i) Plants needing trained workers should furnish USES with clearly defined job specifications.

(j) The USES has the prime responsibility for securing commitments from plants for occupations to be trained, how many persons and when needed; for recruitment and placement of trainees; and close cooperation with vocational school war training programs.

(k) The maintenance by the Area Director of *clear-cut agreements* between all cooperating agencies is essential to the successful prosecution of the training program.

#### 6. Prominent place of public relations in area training program

(a) *Intensiveness* of the public relations program for training will *depend upon area need* for skilled and semiskilled workers.

(b) Preparation of training material for release to individuals, public audiences, radio, and the press, for the purpose of promoting public interest in war-training programs *should reflect the over-all coordinated area manpower policy* approved by the Area Training Council and the Area Director.

(c) Sequential *presentation* of carefully selected subject matter should be *carefully timed*.

(d) Devices for promoting interest in training include news stories, pictures of workers in training, store windows, recruiting center exhibits of training equipment in operation, featuring the war worker of the week on the radio, etc.; radio talks, printed information, literature distributed by post office clerks, Employment Office interviewers, and other persons in daily contact with the public.

#### 7. Evaluation of the Training Program

(a) *To be continuously effective* the adopted area training program must be critically analyzed at regular intervals and essential adjustments promptly made by the Area Training Council.

#### K. SUMMARY

This training survey and recommended program for the Canton Area is based on personal observations and local information carefully analyzed by Washington Bureau of Training and Regional Division training representatives.

Adequate utilization of training agency facilities and training devices require the attention of a full-time individual whose duties will be confined to the implementation of the program.

#### Recommendations

1. The appointment of an Area Training Chief was recommended. If funds are not available on the State and regional levels, it is recommended that the Washington office provide funds to employ a qualified Area Training Chief to protect and improve the present investment in the Canton model area program, which is estimated by Area Director Reinhardt to be in the neighborhood of \$10,000.

2. In order to obtain more complete information upon which to base an area training program, it is recommended that:

(a) Supplement A of the ES-270 be obtained from each plant in the area showing specific occupational needs.

(b) Manning tables and replacement schedules be developed for a wider coverage of plants in the area and such information be made available to the Area Training Council.

(c) The Plant Service Control Table be used in the area office and possibly a separate table in each subarea Employment Service office as a planning and control device for the training programs in the area. (NOTE.—Each training agency is to submit to the Area Director at the October 18 meeting of the Council, a complete statement showing what each agency has done, and is doing with respect to each plant in the area. This information will then be posted on the Plant Service Control Table as a basis for future planning of the area training program.)

3. To observe the effectiveness of the program and make recommendations for any adjustments which might be advisable, it is recommended that representatives of the Bureau and Division of Training visit the Canton Area several weeks after the Area Training Chief has been appointed.

**TRAINING IS  
THE KEY  
TO  
PRODUCTION**

**END OF  
TITLE**